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Sample Profile of Personality Types and Temperaments

Within the Clark County Fire Department

EXECUTIVE DEVELOPMENT

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Abstract

The Clark County Fire Department (CCFD) in Las Vegas is one of the fastest growing departments in the State of Nevada. This growth has challenged the department to find better ways to meet the diverse needs of its personnel using the most efficient means possible. One way to do this is by gaining a better understanding of the personality types existing within the department. This information could then be used to determine temperaments and types and there affect on the delivery of training, promotional opportunities, and diversity within its ranks. CCFD is a complex and diverse work environment hoping to provide new solutions for organizational behavior and learning. The problem was CCFD did not have an aggregate personality profile for its members and certainly was unable to distinguish these types based on the position levels.

The purpose of this research project was to determine whether a sample profile of personality types and temperaments utilizing the Keirsey Temperament Sorter II (KTSII) test could be obtained and might provide an impetus for future administrative level improvements. This study was piloted from a sample including firefighters and engineers. It looked at the magnitude of similarities and differences within those groups to determine if it is possible to justify a full study.

The study used descriptive research and a convenience sample to conduct a pilot study. The study reported KTSII scores and demographics from 54 participants. The following research questions were examined:

1. What aggregate personality types and temperaments exist for all individuals in the sample population?

2. What aggregate personality types and temperaments exist for all individuals in the position level sample?

3. What commonalities and differences exist within each position level and the aggregate sample?

4. How do the magnitudes of the sample population's similarities and differences in personality types and temperaments justify a full study?

The procedures involved administering and analyzing the KTSII to a sample of firefighters and engineers. The ultimate goals were to determine whether there was a predominate relationship between the types and temperaments within the sample group, both individually and combined.

The results indicated there is potentially significant trend from the aggregate data. The predominate personality type for both groups was ISTJ and ESTJ. The predominate temperament was SJ. The results also indicated commonalities exist within each position level. Based on these findings, a further study is in order to see if the trend continues within the larger group.

Recommendations based on this study and its findings are:

- Conduct a full study of personality types and temperaments for firefighter, engineer, captain, and battalion chief.
- Develop an aggregate demographic profile for individuals serving in the positions of firefighter, engineer, captain, and battalion chief using age, gender, race, current rank, number of years on CCFD, number of years at current rank, current specialties, highest level of education, and personality type as variables.
- Determine what aggregate personality types and temperaments exist for the population of the study.
- Determine what aggregate personality types and temperaments exist for the position level populations within the study.
- Identify commonalities and differences that exist within each position level.

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Introduction

As the fire department grows in its organizational diversity the need to understand the personality type and temperament of the 'typical' firefighter becomes more compelling. Fire departments of today face a mix of race, gender, and ethnicity that has direct impact on how the department treats its internal customer, the firefighter. By knowing the overall personality types and temperaments of its members, a better foundation for the development and implementation of training, diversity, and promotional opportunities exists within the organization.

The problem facing Clark County Fire Department (CCFD) is that it does not have a personality profile for the position levels of firefighter, engineer, captain, and battalion chief. CCFD has a complex and diverse work environment and needs to know what personalities exist on the department to enable new methods for organizational behavior and learning. The purpose of this research project is to engage in pilot testing to determine if creating a profile of personality types and temperaments, utilizing the Keirsey Temperament Sorter II (KTSII), is feasible. The pilot will begin to identify a sample profile for the position levels of firefighter and engineer within CCFD to determine the magnitude of similarities and differences within each group and the aggregate of both groups to justify a full study.

The method for this study involves using a convenience sample and descriptive research techniques and a researcher developed demographic survey. The Keirsey Temperament Sorter II will serve as the primary instrument for data collection. The study will report and classify the personality types and temperaments with regard to position level and demographic factors. The following are the research questions examined in this study:

1. What aggregate personality types and temperaments exist for all individuals in the sample population?

2. What aggregate personality types and temperaments exist for all individuals in the position level sample?

3. What commonalities and differences exist within each position level and the aggregate sample?

4. How do the magnitudes of the sample population's similarities and differences in personality types and temperaments justify a full study?

Background and Significance

The Las Vegas metropolitan valley, located in Southern Nevada, has a population of 1.3 million with a visitor population of up to 500,000 on any given weekend. Clark County has the largest population of all counties in the state and covers over 7,000 square miles. CCFD maintains twenty fire stations in the urban valley, two stations in Laughlin, and one in Jean. It also has the responsibility of overseeing thirteen volunteer stations serving the unincorporated communities of Clark County. In 1953, CCFD hired its first firefighters. There are now approximately 600 uniformed personnel within its urban ranks serving the Las Vegas, Laughlin and Jean and over 400 volunteers in outlying locales.

Today the Las Vegas valley is one of the fastest growing areas in the United States. CCFD, mirroring the same tremendous growth of its community, currently has two new stations under construction. The unprecedented growth of the valley continually tests and stresses the resources and infrastructure of the fire department. This growth, while exciting and challenging, requires the department to expand and embrace change at an uncommonly advanced rate. To meet the challenges, the training division hired an additional nine personnel. Their primary duties include handling the ever-increasing workload and responsibility of developing training programs as required by the National Fire Protection Association (NFPA), Insurance Services

Office (ISO), Clark County Health District, and other accreditation organizations. In addition, the department regularly explores the utilization of computer technologies and new training delivery systems to see if they will improve the diverse work environment. The need for streamlining and meeting the needs and desires of the individual is a constant challenge. To help in identifying the specific needs of the departmental members, a personality profile would be beneficial.

In the past, the department utilized the NFPA requirements to direct training efforts. However, these requirements did not always address issues relevant to CCFD. The training department did not look at personality types and temperaments of its members in determining if training methods were conducive to its ranks. The only criterion was that it be consistent with nationally recognized standards to help maintain certification as an ISO Class One department. Training was focused mainly on content, rater than delivery methods. Those methods were inconsistent and varied. The recent four-year contract signed between management and the bargaining unit, IAFF Local 1908, changed the requirements for promotions and acting positions challenging the training division to become more consistent. It also required diversifying training efforts to provide more specialized training options.

Today the training division delivers lesson plans and training materials to the fire stations. There, captains are required to devote twenty hours per month presenting and discussing these materials (Clark County Fire Department, 2001). These hours are logged into the department's computer mainframe by the captain.

The training division typically supplies nine to fourteen hours of the twenty hours. These materials primarily appear in the form of lesson plans. Emergency medical training, as required by State Law and county regulations, is provided by training staff monthly. The remainding

hours is usually consist of drills, classes by station personnel, and presentations by guest instructor(s). While the department is meeting its hourly requirements for monthly training, there has been no effort to see if particular lessons, courses, or sessions are structured in a manner that best matches the personality types and temperaments of its personnel. Captains commonly complain there are not enough 'hands on' training activities offered or that the sessions are "dry". To date, there has been no formalized research to see if new methods, based on personality profiling or other factors correct some of the aforementioned deficiencies.

Future results from this research will allow CCFD to enhance its training and diversity programs and have a better understanding of how personality types and temperaments influence its member base. It can provide valuable information about how its personnel learn and interact. The department can then structure training content and delivery methods specifically for its personnel. This can potentially expand opportunities for promotion and job satisfaction. The understanding of personality profiles may also extend recruitment efforts by offering a greater insight into the 'typical' CCFD character.

In addition to providing potentially practical usefulness to the department, this research complies with recommendations from at least two national organizations. The National Fire Academy (NFA) Executive Fire Officer Course, *Executive Development*, instructs students to "develop and integrate management and leadership techniques necessary in complex organizations" and "provide quality service" (National Fire Academy, 1998). This research will help meet this goal by potentially enhancing training delivery, recruitment potential, and promotional path of members at CCFD. The project also relates to and support the U.S. Fire Administration's (USFA) operational objective "to respond appropriately in a timely manner to emergent issues" (National Fire Academy, 2003).

Literature Review

The history of temperaments can be traced back over two thousand years to Greece. Hippocrates introduced four temperament types. These include Sanguines, who are cheerful and optimistic, Melancholics, who tend towards being sad and pessimistic, Phlegmatic, who are calm and detached, and Choleric, who are often passionate and enthusiastic. The four types have been used throughout Europe an America history ever since Hippocrates wrote of them in Greece around 410 BC. There popularization was revitalized in the 20th century due to works of several investigators. In 1920 when Swiss physician Carl Jung published his book *Psychological Types*, "behavior was explained as due to unconscious motives or past conditioning" (Keirsey, 1998b). A breakthrough occurred "at mid-century when Isabel Myers, a layman, dusted off Jung's *Psychological Types* and with her mother, Kathryn Briggs, devised a questionnaire for identifying different kinds of personality… [T]he questionnaire was designed to identify sixteen patterns of action and attitude, and it caught on so well that in the 1990s over a million individuals were taking it each year" (Keirsey, 1998b). The Keirsey Temperament Sorter and accompanying textual descriptions appeared in *Keirsey in Please Understand Me* (1978) have provided "in-depth, systematic analysis and synthesis of aspects of personality for temperament. [The depth of the analysis and synthesis of the temperaments spans] unique interests, orientation, values, self-image, and social roles" (Keirsey, 2002), and is still widely used today.

The concept of "personality type" is not new. People have always been aware of the similarities and differences between individuals, and over the centuries many systems and models for understanding or categorizing these differences have been developed. Today, our understanding of human behavior has been expanded to such a degree that we

are now able to accurately identify sixteen distinctly different personality types (Tieger &

Barron-Tieger, 1995).

Temperament diversity in today's fire service is a reflection of the American workforce.

"Never before has there been a workforce and workplace- so diverse in so many ways. The mix

of race, gender, ethnicity and generation in today's workplace is stunning" (Zembke, Raines, &

Filipczak, 2000). The challenges facing the leadership of the fire service today is becoming more

complex as the face of the organization changes. "By properly training firefighters *prior to the*

promotion in the areas of management and leadership principles, in addition to the standard

firefighting skills required of most new officers, the company officers will report for duty better

able to cope with the requirements placed upon them in this new role"(Cleveland, 1990). "To be

sure, it appears that nothing has a greater payoff for the effective leader than recognizing the

many different talents needed for getting a job done. The best policy for a leader of any

temperament is to look for talent and put it to work where it is most effective. *The leader's first*

job is to match talent to task" (Keirsey, 1998a). This is best accomplished by knowing and

understanding the dominate personalities in the organization.

[In the fire service,] diversity is upon us. Whatever the merits of living in a

relatively homogeneous world of people somewhat like us, we find ourselves continually

challenged, confronted, even assaulted with other's differences- differences in

perspectives, styles, beliefs, and feelings, to name just a few of the categories. It is clear

that our individual pursuits will bear fruit only to the degree to which we can not only

understand these differences, but actually value and capitalize on them. Typewatching

has proven to be an enormously productive way of looking at ourselves in a wide variety

of settings, from time management to weight management. It is a tool that can be used

across a wide span of age groups to help us reach challenging and commonly valued

objectives (Kroeger & Thuesen, 1988).

"Effective leaders must know themselves typologically, but they must also be ready, willing, and

able to plumb the less accessible parts of themselves for the good of the whole" (Kroeger,

Thuesen, & Rutledge, 2002).

Training in the fire service typically fits the profile of 'one size fits all'. This may not be

the best course of action.

[Utilizing] type makes a natural and predictable difference in learning styles and in the

student's response to teaching methods. An understanding of type can help explain why

some students catch on to a way of teaching and like it, whereas others do not catch on

and do not like it. Two distinct problems are involved here. Catching on is a matter of

communication. Liking is a matter of interest (Myers & Myers, 1995).

Understanding the types and temperaments of the predominant personality types provided the

training division an advantage in tailoring and structuring lessons and programs to enhance the

overall objectives in the organization.

When looking at different organizational trends, personality types emerge that differ by

profession. For example, common personality types for urban police vary from those of law

students. Law students tend to be better at dealing with the written word whereas many police

officers contend "words are not as important as decisions and actions" (Myers & Myers, 1995).

Again when personality types of flight crews was examined the "knowledge regarding these

dimensions is useful because they [specified] the manner in which individuals collect data, and

the way in which they make value-oriented decisions about that data. [For instance the] early

work in defining flight-crew personality types has increased crew awareness of various

personality preferences and differences within a high-performance medical team" (Gabram et al., 1994). Likewise when identifying personality characteristics of communications personnel, Solie concluded "that the personality characteristics, attitudes, skills and abilities required for effective dispatchers are far more complex than officers or administrators previously recognized" (Solie, 1991).

"The fire service leaders of the twenty-first century face unprecedented challenges. These challenges will be the result of the rapidly changing dynamic environment in which the fire department of the twenty-first century will exist. Effective leadership will be required if a fire department is to be effective and efficient in service delivery" (Fleming, 1996). "At no previous time in our history have so many and such different generations with such diversity been asked to work together shoulder to shoulder, side by side, cubicle to cubicle" (Zembke et al., 2000). It is imperative to understand and utilize the personality type and temperaments of today's firefighter to bring the future into better focus.

Procedures

Definition of Terms

Acting Captain: This is a temporary position filled by either a firefighter or engineer that staffs the position of captain when the captain is not available for duty. All individuals filling the position have the rank and privileges of a captain during the duration of the duty assignment.

Cover page: It is the page given to respondents at the time of test administration and is used to tabulate demographic information (See Appendix B). It collects information about age, gender, race (voluntary response), current rank, number of years on CCFD, number of years at current rank, current specialties, highest level of education, and personality type from KTSII test.

Diversity: "Diversity is "otherness," or those human qualities that are different from our own and outside the groups to which we belong, yet are present in other individuals and groups" (University of Maryland, 2002).

Officers Candidate School (OCS): This course is the second in a series of leadership classes available to firefighters and engineers interested in becoming captains or acting captains. The CCFD Training Division provides the training.

Personality Type: Personality typing is a tool with many uses. It is the four psychological functions or four distinct ways of knowing and interacting with the world around us. Sixteen personality types derive from the four letter combinations.

Responder/ Respondent: These are the individuals involved in the pilot study by taking and submitting their cover page and the result of the Keirsey Temperament Sorter II test.

Temperament: Each of the sixteen personality types fits into one of the temperament types. Temperament is a configuration of inclinations, thus it is the inborn form of human nature. The four temperaments are SP, SJ, NF, and NT.

Assumptions and Limitations

Time and cost constraints limited the amount of participants in the pilot study. Cost constraints were a factor in selecting the test purchased for the study. The author was sole financial contributor to the project and therefore was responsible for purchasing all the necessary resources to complete the research project. Access to a convenient number of participants was a limitation to the researcher as was direct access to the respondents themselves. The researcher was unable to be present for the administration of cover page to OCS students and students were not directed to choose just one personality type for their response. Had the researcher been present, the respondent would have been given a description for each personality type tie and

would have been asked to choose which type seemed to fit the respondent best. This produced ten surveys with mixed results that were not used for the purpose of personality typing however, these mixed results are a natural part of using the KTSII test. In addition, two cover pages were discarded due to no response to personality type.

As personality tests grow in popularity, so does the tendency of organizations to see these tests as easy answers to a myriad of problems. The fact is these types of tests can be "manipulated" by the respondent and that can produce questionable readings. It is also important to be wary of using these types of tests to pigeonhole people giving them type-based excuses for substandard performance. "On average, personality accounts for about 10 percent of the variance between success and failure in group performance. That means there are a lot more important factors to be concerned with [when dealing with people]" (Zembke, 1992). Although personality profiling can enlighten the fire department organization about its culture, it is still the people working together that will make the greatest contribution.

When administering the Keirsey Temperament Sorter II (KTSII) test an assumption is made that all respondents responded truthfully and answered in good faith. The KTSII test is assumed similar enough in content to overlap and dovetail with similar situated personality test, most notably the Myers-Briggs personality test. This allows a greater research base for the interpretations of the 16 personality types and the four temperaments. It is also assumed that the researchers attempt to display a profile of the CCFD will be utilized for the betterment of the organization and help it seek additional avenues for training, diversity, and promotional opportunities within its ranks while maintaining the integrity of its members.

Research Methodology

The research procedure used in preparing this pilot study included a literature review to review the current research on personality types and temperament and their influence on training, diversity, and promotional opportunities. In addition, this study looked at how other organizations used personality testing and the impact it had on occupational trends within that setting. Research on the subject was collected from local libraries, the National Fire Academy (NFA) Learning Resource Center (LRC), and the internet. The project is designed to be first in a series of papers looking at how personality types and temperaments affect CCFD.

To determine personality type and temperament an instrument was needed to address research questions. The test instrument needed to be economical, easy to administer, and self-scoring by the respondent. The Keirsey Temperament Sorter II test (Appendix A) met the criteria and was well used and accepted. The test was available for purchase at a reasonable price and available by mail order. The testing time averaged approximately twenty minutes when administered to a focus group and the scoring was relatively easy for the individual.

To accompany the KTSII test, a cover sheet was designed by the author (Appendix B) to recorded demographic information. This information included age, gender, race (voluntary information), current rank, number of year on CCFD, number of years at current rank, current specialties, highest level of education, and personality type. Although not all this information will be used in the pilot study, the author beta tested the information for the larger study that may follow. For the purposes of this pilot study, current rank and personality type were the only demographics utilized. These two demographics will determine aggregate personality type and temperaments for all individuals in the study and for the position level of firefighter and engineer. In addition, the KTSII test will show commonalities and differences within each

position level based on respondent answers. The magnitude of those similarities and differences will be used to justify a potential full study for all firefighters, engineers, captains, and battalion chiefs at CCFD.

The researcher conducted a personal interview with Earl Greene, (E. Greene, personal communication, June 12, 2003) Fire Chief of CCFD to review problem/purpose statement proposed for the research paper and ensure that the project was approved by department. The concern that Chief Greene expressed in the interview was that it be reviewed by the County's District Attorney prior to administering to a larger population within the department. This concern was addressed through a personal interview with Carolyn Campbell, Deputy District Attorney (C. Campbell, personal communication, July 10, 2003) for the County, where she expressed that all possible descriptors be eliminated to protect participant's identities and ensure fire department integrity. Some discussion over the race response and its component within the study was discussed but was allowed to stay for future diversity related research. As a result, the race question was marked as voluntary to avoid any potential conflict. In addition, Laughlin/Jean response under specialties was renamed to rural to maintain respondent immunity. Overall, Chief Greene and Carolyn Campbell approved the cover page for solicitation amongst fire department members.

The participants in the study were selected by a convenience sample. The Officers Candidate School (OCS) students and Station 26 personnel were chosen as the population of interest for two reasons. First, because they had a mix of firefighters and engineers that were available to the researcher and represented each rank chosen for the study. Second, these firefighters and engineers would be familiar with the typical duties expected of their rank and would reflect a cross section of employees typical to CCFD. The two groups consisted of

personnel from CCFD Station 26 located at 4030 El Capitan, Las Vegas, NV 89147 and the OCS students attending classes at CCFD Training Center at 4425 W. Tropicana Avenue, Las Vegas, NV 89103 from July 30 to Aug 12, 2003. The author used the personnel of Station 26 as a focus group to check cover page content, time test, and check for any potential problems in administering the test. During the focus study, approximately six firefighters and engineers took the test and filled out cover sheet. The approximate time needed to complete the test was twenty minutes with another ten minutes to read a description of the personality type the respondent score reported. Respondents were asked to respond to the test and cover page and if they had any concerns with either. Overwhelmingly, the respondents were comfortable with the test and the description of their personality type read from *Please Understand Me II* (Keirsey, 1998b). Generally, the respondents felt the description provided about the personality type was helpful. The main concerns from the focus group were with descriptors identifying the individual by name, station, and the response to race. In response to their concerns, the name and station descriptor was removed and race was changed to a voluntary response. Deputy District Attorney Carolyn Campbell, in her interview, reiterated this (C. Campbell, personal communication, July 10, 2003).

A personal interview was conducted with William Kolar (W. Kolar, personal communication, June 14, 2003), Deputy Chief in charge of the Training Division at CCFD to allow the researcher access to the OCS students. As it turned out, another instructor was utilizing the KTSII for his class and the request was made to include the cover page with the test during his class. Chief Kolar granted this access and the instructor, Ron Cameron, administered the test with cover page during his class. Out of the fifty-five students enrolled in the course, fifty cover pages were returned. Of the fifty returned, two cover pages were removed from the sample

because they lacked information in the personality type section of page (one noted just 'Guardian' and the other was blank).

To handle the data collected a computer database was created. The data collected from the cover sheets was tabulated and tested for accuracy. This ensured the information maintained integrity and the system worked properly. In addition to the computer database, the information was converted to percentages and displayed in table form for all the personality types and temperaments. Having the database in use and working will assist in data collection if a bigger study is warranted.

The final analysis of the results was to convert the fifty-four responses into percentages and compare and contrast results.

Research Question 1: What aggregate personality types and temperaments exist for all individuals in the sample population?

The fifty-four responses from the pilot study personality type will be tabulated for firefighters and engineers in percentages listed in table form. The temperaments will be broken down into four sub-groups consisting of the combinations of SJ, SP, NF, and NT to look at a broader picture of subtypes within the study.

Research Question 2: What aggregate personality types and temperaments exist for all individuals in the position level samples?

The twenty-eight engineers and twenty-six firefighters from the pilot study will be tabulated separately in percentages listed in a table form. The temperaments will be broken down into four sub-groups for each rank consisting of the combinations of SJ, SP, NF, and NT to look at a broader picture of subtypes within the study.

Research Question 3: What commonalities and differences exist for each position level and the aggregate sample?

Using the tables and figures created in Question 1 and 2, a breakdown of the predominate character types will be examined for both position levels as well as both together. This will be contrasted with typical 'norms' found in broader studies of personality types and temperaments within society.

Research Question 4: How do the magnitudes of the sample population's similarities and differences in personality types and temperaments justify a full study?

Looking at Question 1, 2, and 3, the researcher will make a determination about whether a full study is justified based on the personality types and temperaments found in the pilot study conducted with personnel at CCFD.

Results

Research Question 1

What aggregate personality types and temperaments exist for all individuals in the sample population?

Table 1 is an aggregate comparison of the personality types from the pilot study that includes both firefighters and engineers. This table includes forty-four of the fifty-four responses from the cover page. Pulled from the table were ten responses because they did not have one definitive answer to personality type.

Table 1

Aggregate Comparison of Personality Types for All Individuals (n=44)

ISTJ	ISFJ	INFJ	INTJ
N=17	N=5	N=0	N=0
38.64%	11.36%	0.00%	0.00%
ISTP	**ISFP**	**INFP**	**INTP**
N=1	N=0	N=0	N=0
2.27%	0.00%	0.00%	0.00%
ESTP	**ESFP**	**ENFP**	**ENTP**
N=2	N=1	N=0	N=0
4.55%	2.27%	0.00%	0.00%
ESTJ	**ESFJ**	**ENFJ**	**ENTJ**
N=14	N=4	N=0	N=0
31.82%	9.09%	0.00%	0.00%

Represented in Figure 1 are the aggregate personality temperaments. Of the four temperaments, two categories had zero percentages- NF and NT. Six cover pages were pulled from the calculation due to mixed results in either an S/N, T/F, or J/P category. Of all calculated responders, 89.79% fell into the SJ temperament and 10.20% into the SP temperament.

Figure 1

Temperament Breakdown for Firefighters (n=23), Engineers (n=26), and Combined (n=49)

	SJ	SP	NF	NT
▦ Firefighter	78.26	21.73	0	0
☐ Engineer	100	0	0	0
▨ Combined	89.79	10.2	0	0

Four Temperaments

Research Question 2

What aggregate personality types and temperaments exist for all individuals in the

position level sample?

Table 2 represents the aggregate personality types for engineers in the study. Pulled from

the table were five responses because they did not have one definitive answer to personality type.
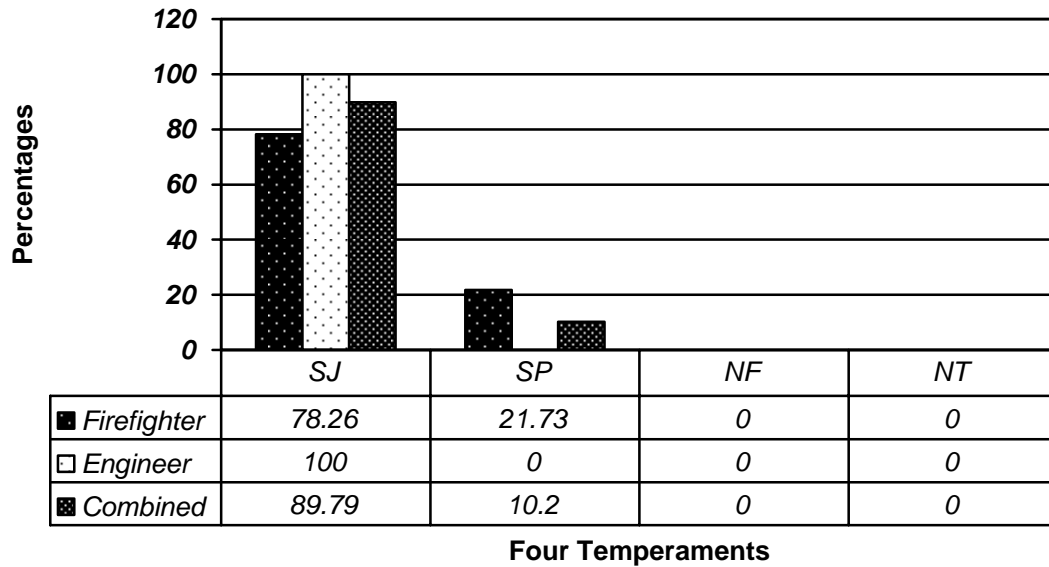
Table 2

Aggregate Comparison of Personality Types for Engineers (n=23)

ISTJ	ISFJ	INFJ	INTJ
N=10	N=3	N=0	N=0
43.48%	13.04%	0.00%	0.00%
ISTP	**ISFP**	**INFP**	**INTP**
N=0	N=0	N=0	N=0
0.00%	0.00%	0.00%	0.00%
ESTP	**ESFP**	**ENFP**	**ENTP**
N=0	N=0	N=0	N=0
0.00%	0.00%	0.00%	0.00%
ESTJ	**ESFJ**	**ENFJ**	**ENTJ**
N=7	N=3	N=0	N=0
30.43%	13.04%	0.00%	0.00%

Table 3 represents the aggregate personality types for firefighters in the study. Pulled from the table were five responses because they did not have one definitive answer to personality type.

Table 3

Aggregate Comparison of Personality Types for Firefighters (n=21)

ISTJ	ISFJ	INFJ	INTJ
N=7	N=2	N=0	N=0
33.33%	9.52%	0.00%	0.00%
ISTP	ISFP	INFP	INTP
N=1	N=0	N=0	N=0
4.76%	0.00%	0.00%	0.00%
ESTP	ESFP	ENFP	ENTP
N=2	N=1	N=0	N=0
9.52%	4.76%	0.00%	0.00%
ESTJ	ESFJ	ENFJ	ENTJ
N=7	N=1	N=0	N=0
33.33%	4.76%	0.00%	0.00%

The aggregate personality temperaments for firefighter and engineer are represented in Figure 1.

Research Question 3

What commonalities and differences exist within each position level and the aggregate sample?

Overwhelmingly, the most common trend was the absence of responses to eight of the sixteen personality types (INFJ, INTJ, INFP, INTP, ENFP, ENTP, ENFJ, and ENTJ). When examining both firefighters and engineers together, 70.45% of the responses fall into ISTJ (38.63%) and ESTJ (31.82%), representing almost three-fourths of the sample. According to Baron & Wagele (1995), "ISTJ's comprise 14% of males in the United States and 14% of the ESTJ males"; both of these categories exceed the average for males in America.

When reviewing temperaments, the commonalities hold true again. SJ ('Guardians'), commonly thought of as, "sensing plus thinking [typically describing people who] rely primarily on sensing for purpose of perception and on thinking for purposes of judgment" (Myers & Myers, 1995), comprised of almost 90% of the respondents in the study. On the other hand, there were no temperaments in either NF (thought of as 'Idealist') or NT ('Rationals'). The remaining category, SP ('Artisans'), made up the remaining 10.20%. When looking at the overall distribution of SJ to SP between the firefighters and engineers, the distribution was more prevalent in the firefighter category (78.25% SJ to 21.73% SP) whereas engineers were 100% SJ.

When examining the differences between the two groups, less personality types emerged in the engineer baseline vs. the firefighter's baseline. Three categories were absent in the engineers baseline, ISTP, ESTP, and ESFP which showed up the in firefighters. Due to the size of the pilot study, it is unknown whether this is significant when compared to the total population of CCFD firefighters, engineers, captains, and battalion chiefs.

Research Question 4

How do the magnitudes of the sample population's similarities and differences in personality types and temperaments justify a full study?

According to Baron & Wagele (1995), "forty percent of U.S. males are sensate judging [(SJ) and] eighteen percent of U.S. males are sensate perceiving [(SP)]". The response to the pilot study shows CCFD to have more than double the national average of SJ temperaments (89.79%). In addition, the dominate personality types, ISTJ (38.64%) and ESTJ (31.82%) are also outside the norm for American society. Based on these facts, a further study to see if the trends continue would be valuable to CCFD.

Discussion

The results of this research indicate that there is a trend in personality types and temperaments within the CCFD. The results of the personality types shows that the majority of firefighters and engineers fall into the ESTJ or ISTJ category which was significantly higher than the norms for those types. Temperaments were practically significant with 100% of the engineers as SJ and over three quarters of the firefighters the same. These findings bear a closer look into the particular features of the ESTJ/ISTJ characteristics and the temperament of SJ and its impact on the organization.

To understand the significance of the SJ temperament on the organization, a brief summary is in order. According to Brownsword (1987),

> These types [ISTJ & ESTJ] constitute one of Keirsey's four temperament styles. They view the world from the perspective of specific details and practical realities. They share a desire to make decisions about what they see. They want to organize the world they feel responsible for. Their focus on details goes beyond the here-and-now. They store and remember details about the past, and they are concerned about the future. They want to be sure that they have a correct grasp of the facts….

> Life is a serious journey for SJs. Hard-working, dependable, keepers-of-the-traditions, stabilizers of home, community and work, SJs often quietly and unassumingly, are the glue that holds society together. Often taken for granted or criticized for slowing down "progress", SJs deserve more credit than they get- or give themselves (Brownsword, 1987).

One saying often heard about the fire service is, 'one hundred years of tradition, unhampered by progress,' seems to fit the profile of SJs. When examining the SJ temperament it

becomes apparent that change does not come as easy to them as a group. Training should be aware of this potential and make every effort to moderate change with specific goals for implementing new ideas and programs. In addition, diversity programs will be a particular challenge to SJs in that, "SJs are less interested in fitting things together in new ways than in holding things together as they are" (Keirsey, 1998b). "They have a tendency to do what needs to be done today, often to the neglect of what must be done tomorrow" (Kroeger et al., 2002). When asked to trust the system, "generally Js, and SJs in particular, are not a very patient type, yet they have an abundance of patience with 'the system.' The downside of this is that when things go wrong, SJs tend to blame the system, saying, "I was only following orders"" (Kroeger et al., 2002). This can make any changes to the department or departmental policies frustrating at best. The good news is SJs "information-gathering process is practical and realistic, to which they prefer to give organization and structure…. They are the foundations and backbone of society…. They are trustworthy, loyal, helpful, brave, clean, and reverent" (Kroeger et al., 2002). The challenge the department will face is in convincing the SJs that change is worthwhile and to build new traditions that will be beneficial to all. Understanding the SJ temperament is a first step in this transition.

The aggregate data from both firefighters and engineers in the study showed ISTJ and ESTJ as the dominate personality types in the sample. These types fell outside the 'norm' of the general population exceeding the percentages by more than double what one would typically expect. For example, (Kroeger & Thuesen, 1988), describe ISTJs and ESTJs as:

ISTJ *Doing what should be done*

Perhaps no type is more driven by a sense of responsibility and "bottom-line" behavior than Introverted-Sensing-Thinking-Judging types…. ISTJs focus

inwardly, concentrating on data that are objective, immediate, concrete, and pragmatic. Their affinity for the here and now leaves them to assume nothing or take nothing for granted…. Male ISTJs are "naturals" in conforming with this type's attributes, so much so that ISTJ is often dubbed "the macho type".

To some observers, these seem to be your classic Type A personalities-driven, impatient, and obsessive. [However], they are fiercely loyal, both to individuals and institutions, sometimes responding fanatically to the 'shoulds' and 'oughts' of their commitments. They make good soldiers, literally and figuratively. ISTJs gravitate … toward achieving practical and tangible results [in careers that] frequently involve working alone (I), are very results-oriented (S), require objectivity (T), and generally have prescribed ways of doing things (J).

ESTJ *Life's Administrators*

ESTJs perceive the world 'as it is' (Sensing) and translate those perceptions objectively (Thinking); as Extraverted-Judgers, they have a driving need to impose their judgments on the world around them with structure, schedule, and order…. [As] grounded, organized, exacting, socially deft, gregarious, academically capable, and always appropriate, ESTJs are seen by others as dependable, practical, and able to get the job done- whatever the job may be.

Among ESTJs there are some sharp differences between genders, because of all the sixteen types this is the most conventionally masculine…. As a result, ESTJ males tend to be very "macho" and their humor often the most sexist and racist of all sixteen types…. Generally, ESTJs and ISTJs would prefer to surround

themselves, both at home and at work, with yes-people, though they would deny it.

ESTJ students will respond and prove to be rather scholarly students, albeit somewhat mouthy and argumentative. Courses that are the most structured, with practical, tangible results, will appeal most to ESTJ students.

ESTJs are very conscious of the chain of command. For them, work is a series of goals, to be reached by following rules and regulations issued by the upper ranks of an organization's hierarchy. The system, and its regulations, is good, self-protecting, and self-perpetuating. By following them and working hard, ESTJs believe the system will, in turn, serve them (Kroeger & Thuesen, 1988).

The implications of the study for the Clark County Fire Department can be profound. Knowing the personality profile of the 'typical' member will be beneficial in its efforts to integrate a meaningful organizational environment. Knowing the similarities and differences posed by the personalities helps the training division direct its efforts to the greatest majority in a learning style conducive to the group. This can have a direct impact on training and promotional opportunities offered to its members.

Another implication of this study is the impact on diversity training based on the personality types and temperament. As the fire service becomes more diverse in age, gender, values, and views of the world, the need to implement and deliver meaningful training on diversity issues becomes an increasing reality. An understanding of the character of the department can ease this transition and make an imprint on the department. The fire service can no longer define itself by its last hundred years for the makeup of the fire service today is rapidly changing. To eliminate the headaches and havoc faced by officers today, a new type of

communication must come into play to create a productive, collaborative group. An understanding of the personality profile will bring insights and practical solutions to understanding today's diverse workplace and workforce.

Recommendations

The results of this study indicate definite trends in both personality type and temperaments for firefighters and engineers in the pilot study.

Based on this study, and the results, it is recommended that the CCFD:

- Conduct a full study of personality types and temperaments for firefighter, engineer, captain, and battalion chief.

- Develop an aggregate demographic profile for individuals serving in the positions of firefighter, engineer, captain, and battalion chief using age, gender, race, current rank, number of years on CCFD, number of years at current rank, current specialties, highest level of education, and personality type as variables.

- Determine what aggregate personality types and temperaments exist for the population of the study.

- Determine what aggregate personality types and temperaments exist for the position level populations within the study.

- Identify commonalities and differences that exist within each position level.

Further study and research is recommended by the author to determine if the results of a larger sample will show the same trends in personality types and temperaments that pilot study demonstrated.

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Appendix A

Keirsey Temperament Sorter II Test

The Keirsey Temperament Sorter

II

Reprinted from

Please Understand Me II

The Keirsey Temperament Sorter II

Check either (a) or (b) answers and transfer check marks to scoring form when finished.

1 When the phone rings do you
__(a) hurry to get to it first
__(b) hope someone else will answer

2 Are you more
__(a) observant than introspective
__(b) introspective than observant

3 Is it worse to
__(a) have your head in the clouds
__(b) be in a rut

4 With people are you usually more
__(a) firm than gentle
__(b) gentle than firm

5 Are you more comfortable in making
__(a) critical judgments
__(b) value judgments

6 Is clutter in the workplace something you
__(a) take time to straighten up
__(b) tolerate pretty well

7 Is it your way to
__(a) make up your mind quickly
__(b) pick and choose at some length

8 Waiting in line, do you often
__(a) chat with the others
__(b) stick to business

9 Are you more
__(a) sensible than ideational
__(b) ideational than sensible

10 Are you more interested in
__(a) what is actual   __(b) what is possible

11 In making decisions do you go more by
__(a) data   __(b) desires

12 In sizing up others do you tend to be
__(a) objective and impersonal
__(b) friendly and personal

13 Do you prefer contracts to be
__(a) signed, sealed, and delivered
__(b) settled on a handshake

14 Are you more satisfied having
__(a) a finished product
__(b) work in progress

15 At a party, do you
__(a) interact with many, even strangers
__(b) interact with a few friends

16 Do you tend to be more
__(a) factual than speculative
__(b) speculative than factual

17 Do you like writers who
__(a) say what they mean
__(b) use metaphors and symbolism

18 Which appeals to you more:
__(a) consistency of thought
__(b) harmonious relationships

19 In disappointing someone are you
__(a) frank and straightforward
__(b) warm and considerate

20 On the job do you want your activities
__(a) scheduled
__(b) unscheduled

21 Do you more often prefer
__(a) final, unalterable statements
__(b) tentative, preliminary statements

22 Does interacting with strangers
__(a) energize you
__(b) tax your reserves

23 Facts are more likely to
__(a) speak for themselves
__(b) illustrate principles

24 Do you find visionaries and theorists
__(a) somewhat annoying
__(b) rather fascinating

25 In a heated discussion, do you
__(a) stick to your guns
__(b) look for common ground

26 Is it better to be
__(a) just
__(b) merciful

27 At work, is it more natural for you to
__(a) point out mistakes __(b) try to please

28 Are you more comfortable
__(a) after a decision   __(b) before a decision

29 Do you tend to
__(a) say right out what's on your mind
__(b) keep your ears open

30 Common sense is
__(a) usually reliable
__(b) frequently questionable

31 Children often do not
__(a) make themselves useful enough
__(b) exercise their fantasy enough

32 When in charge of others are you
__(a) firm and unbending
__(b) forgiving and lenient

33 Are you more often
__(a) a cool-headed person
__(b) a warm-hearted person

34 Are you prone to
__(a) nailing things down
__(b) exploring the possibilities

35 In most situations are you more
__(a) deliberate
__(b) spontaneous

36 Do you think of yourself as
__(a) outgoing __(b) private

37 Are you more frequently
__(a) a practical sort of person
__(b) a fanciful sort of person

38 Do you speak more in
__(a) particulars than generalities
__(b) generalities than particulars

39 Which is more of a compliment:
__(a) "There's a logical person"
__(b) "There's a sentimental person"

40 Which rules you more
__(a) your thoughts
__(b) your feelings

41 When finishing a job, do you like to
__(a) tie up all the loose ends
__(b) move on to something else

42 Do you prefer to work
__(a) to deadlines
__(b) just whenever

43 Are you the kind of person who
__(a) is rather talkative
__(b) doesn't miss much

44 Are you inclined to take what is said
__(a) more literally
__(b) more figuratively

45 Do you more often see
__(a) what's right in front of you
__(b) what can only be imagined

46 Is it worse to be
__(a) a softy __(b) hard-nosed

47 In hard circumstances are you sometimes
__(a) too unsympathetic
__(b) too sympathetic

48 Do you tend to choose
__(a) rather carefully
__(b) somewhat impulsively

49 Are you inclined to be more
__(a) hurried than leisurely
__(b) leisurely than hurried

50 At work do you tend to
__(a) be sociable with your colleagues
__(b) keep more to yourself

51 Are you more likely to trust
__(a) your experiences
__(b) your conceptions

52 Are you more inclined to feel
__(a) down to earth
__(b) somewhat removed

53 Do you think of yourself as a
__(a) tough-minded person
__(b) tender-hearted person

54 Do you value more in yourself being
__(a) reasonable __(b) devoted

55 Do you usually want things
__(a) settled and decided
__(b) just penciled in

56 Would you say you are more
__(a) serious and determined
__(b) easy going

57 Do you consider yourself
__(a) a good conversationalist
__(b) a good listener

58 Do you prize in yourself
__(a) a strong hold on reality
__(b) a vivid imagination

59 Are you drawn more to
__(a) fundamentals
__(b) overtones

60 Which seems the greater fault:
__(a) to be too compassionate
__(b) to be too dispassionate

61 Are you swayed more by
__(a) convincing evidence
__(b) a touchingappeal

62 Do you feel better about
__(a) coming to closure
__(b) keeping your options open

63 Is it preferable mostly to
__(a) make sure things are arranged
__(b) just let things happen naturally

64 Are you inclined to be
__(a) easy to approach __(b) reserved

65 In stories do you prefer
__(a) action and adventure
__(b) fantasy and heroism

66 Is it easier for you to
__(a) put others to good use
__(b) identify with others

67 Which do you wish more for yourself
__(a) strength of will
__(b) strength of emotion

68 Do you see yourself as basically
__(a) thick-skinned
__(b) thin-skinned

69 Do you tend to notice
__(a) disorderliness
__(b) opportunities for change

70 Are you more
__(a) routinized than whimsical
__(b) whimsical than routinized

Directions for Scoring

1. Add down so that the total number of **a** answers is written in the box at the bottom of each column (see above for illustration). Do the same for the **b** answers you have checked. Each of the 14 boxes should have a number in it.

2. Transfer the number in box No. 1 of the answer grid to box No. 1 below the answer grid. Do this for box No. 2 as well. Note, however, that you have two numbers for boxes 3 through 8. Bring down the first number for each box beneath the second, as indicated by the arrows. Now add all the pairs of numbers and enter the total in the boxes below the answer grid, so each box has only one number.

3. Now you have four pairs of numbers. Circle the letter below the larger numbers of each pair (see sample answer sheet above for illustration). If the two numbers of any pair are equal, then circle neither, but put a large X below them and circle it.

The 16 Combinations

You have now identified your personality type. It should be one of the following:

SP Artisan	SJ Guardian	NF Idealist	NT Rational
ESTP	ESTJ	ENFJ	ENTJ
ISTP	ISTJ	INFJ	INTJ
ESFP	ESFJ	ENFP	ENTP
ISFP	ISFJ	INFP	INTP

If you have an X in your type label, you should read the two portraits indicated, and choose the one more like you. For example, if your type label was **ESXJ**, then reading both the **ESTJ** and **ESFJ** portraits may help you choose one or the other as more like you. Or perhaps your type label was **XNFP**. Here, again, reading both the **INFP** and **ENFP** portraits may help you decide which type seems more like you.

About the Validity of Personality Questionnaires

Personality questionnaires are not measuring devices like rulers, meters, or scales that measure such things as weight, height, or speed. So they cannot be validated the way measuring devices are. This does not mean, however, that the results of personality questionnaires cannot be checked out for their accuracy. They can be, if those completing the questionnaires are willing to ask others who know them to watch what they say and do, keeping in mind the portrait of personality the questionnaire indicated. This is called "type-watching," an enlightening and enjoyable habit acquired by many who have completed the Temperament Sorter II, and who have read *Please Understand Me II*. By type-watching in the light of a theory of personality, we not only come to understand ourselves, but gradually come to understand, and appreciate, our spouse, our children, our parents, our friends, and our colleagues. Many covet this habit once they have acquired it, and many pursue it with growing interest and satisfaction.

Scoring Form

	a	b		a	b		a	b		a	b		a	b		a	b		a	b
1			2			3			4			5			6			7		
8			9			10			11			12			13			14		
15			16			17			18			19			20			21		
22			23			24			25			26			27			28		
29			30			31			32			33			34			35		
36			37			38			39			40			41			42		
43			44			45			46			47			48			49		
50			51			52			53			54			55			56		
57			58			59			60			61			62			63		
64			65			66			67			68			69			70		

1   2   3   4   3   4   5   6   5   6   7   8   7   8

1			2		3			4		5			6		7			8
	E	I				S	N				T	F				J	P	

Sample Scoring Form

	a	b		a	b		a	b		a	b		a	b		a	b		a	b
1	✓		2	✓		3	✓		4		✓	5		✓	6		✓	7		✓
8	✓		9	✓		10	✓		11	✓		12		✓	13	✓		14	✓	
15	✓		16	✓		17	✓		18	✓		19		✓	20	✓		21	✓	
22		✓	23	✓		24		✓	25		✓	26	✓		27		✓	28		✓
29	✓		30	✓		31	✓		32		✓	33		✓	34	✓		35	✓	
36	✓		37	✓		38	✓		39		✓	40		✓	41	✓		42	✓	
43		✓	44		✓	45		✓	46		✓	47	✓		48		✓	49		✓
50	✓		51	✓		52	✓		53	✓		54		✓	55	✓		56	✓	
57	✓		58	✓		59	✓		60		✓	61		✓	62	✓		63	✓	
64	✓		65	✓		66	✓		67	✓		68		✓	69	✓		70	✓	

1 | 8 | 2 | 2   3 | 9 | 1 | 4   3 | 8 | 2 | 4   5 | 4 | 6 | 6   5 | 2 | 8 | 6   7 | 7 | 3 | 8   7 | 7 | 3 | 8

9	1		4	6		7	3

1	8	2	2	3	17	3	4	5	6	14	6	7	14	6	8
	(E)	I			(S)	N			T	(F)			(J)	P	

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Now: *Please Understand Me II*

For the past twenty years Dr. Keirsey has continued to investigate personality differences—to refine his theory of the four temperaments and to define the facets of character that distinguish one from another. His findings form the basis of *Please Understand Me II,* an updated and greatly expanded edition of the book, far more comprehensive and coherent than the original, and yet with much of the same easy accessibility.

One major addition is Keirsey's view of how the temperaments differ in the intelligent roles they are most likely to develop. Each of us, he says, has four kinds of intelligence—tactical, logistical, diplomatic, strategic—though one of the four interests us far more than the others, and thus gets far more practice than the rest. Like four suits in a hand of cards, we each have a long suit and a short suit in what interests us and what we do well, and fortunate indeed are those whose work matches their skills.

As in the original book, *Please Understand Me II* begins with Keirsey's Temperament Sorter, the most used personality inventory in the world. But also included is *The Keirsey FourTypes Sorter,* a new short questionnaire that identifies one's basic temperament and then ranks one's second, third, and fourth choices. Share this new questionnaire with friends and family, and get set for a lively and fascinating discussion of personal styles.

<div align="right">—Dr. Stephen Montgomery, editor</div>

Appendix B

Cover Page

Keirsey Temperament Sorter II

National Fire Academy: Executive Development R123
Applied Research Project by Gina Geldbach-Hall
July/ August 2003

Age: _____

Gender: Male   Female

Race (Circle One- Voluntary):
    White/Caucasian   Black/African American   Native American
    Asian/Pacific Islander   Hispanic   Other: _____

Current Rank (Only Mark One):
    Battalion Chief
    Captain
    Engineer
    Firefighter
_____ Other: _____

Number of years on CCFD: _____

Number of years at Current Rank: _____

Current Specialties (Mark all that apply):
_____ Paramedic   _____ Haz-Mat Team Member
_____ EMT- Intermediate   _____ ARFF
_____ EMT- Basic   _____ FEMA
_____ Heavy Rescue Team Member _____ Laughlin

Highest Level of Education:
_____ High School or GED
_____ Associates Degree
_____ Bachelor's Degree
_____ Master's Degree
_____ Other: _____

Personality Type: _____